

02-*R*-1334

A RESOLUTION

BY COMMUNITY DEVELOPMENT/HUMAN RESOURCES COMMITTEE

**A RESOLUTION ADOPTING AND TRANSMITTING THE
SHORT TERM WORK PROGRAM (STWP) COMPONENT OF
THE 2003 CITY OF ATLANTA COMPREHENSIVE
DEVELOPMENT PLAN TO THE STATE OF GEORGIA
DEPARTMENT OF COMMUNITY AFFAIRS.**

WHEREAS, the city of Atlanta annually produces a Comprehensive Development Plan (CDP); and

WHEREAS, the part of the CDP listing all projects to be implemented and promoted by the city as contained in the Comprehensive Development Plan (CDP) collectively form the Short Term Work Program (STWP); and

WHEREAS, the adoption of the Short Term Work Program (STWP) includes the progress the city has made in the implementation of previous STWPs; and

**NOW THEREFORE, THE CITY COUNCIL OF THE CITY OF ATLANTA, GEORGIA,
HEREBY ORDAINS:**

Section 1: That the 2003 Short Term Work Program (STWP) attached hereto and is hereby adopted to implement and promote policies and goals of the 2003 Comprehensive Development Plan (CDP), as part of the CDP; and

Section 2: That the specific projects listed in the 2003 STWP to be implemented and promoted beyond 2008 are tentative and subject to further refinement in the 2003 CDP and STWP process.

Section 3: That all resolutions and parts of resolutions in conflict herewith are hereby repealed.

CITY OF ATLANTA

2003 SHORT TERM WORK PROGRAM UPDATE



BUREAU OF PLANNING

JULY 2002

AHA's Affordable Housing Inventory (Conventional Public Housing)

As of April 2002, the Atlanta Housing Authority's affordable housing stock included over 7,000 units of conventional affordable housing, over 11,000 Housing Choice Vouchers (formerly known as Section 8) and 74 Housing Choice Project-Based units. In the new revitalized mixed-income communities, there are currently approximately 1,200 public housing assisted units, 640 low-income housing tax credit (LIHTC) units, 1,100 market rate units now available through the transformation of AHA's conventional properties into mixed-income communities under the Olympic Legacy Program.

AHA's portfolio of conventional affordable housing communities includes seventeen family and seventeen high-rise communities. The following charts detail the number of units and bedrooms at each affordable housing community.

Currently, 10,766 of the 10,939 Housing Choice Vouchers are being used by low income families in the Atlanta metropolitan area. AHA currently has a Housing Choice waiting list of 24,168 applicants, based on a five-day opening of the Housing Choice waiting list in October 2001, when interested families applied for housing assistance. The Public Housing waiting list as of January 15, 2002 was comprised of 4,392 families. The total number of units and persons on the Housing Choice and public housing waiting lists are shown in the table below and demonstrates the need for affordable housing in the city of Atlanta.

AHA Tenant Based Assistance

	1995	1999	FY 2002	FY 2002
Housing Assistance Program	Waiting List	Waiting List	Waiting List	# of Units
Housing Choice Vouchers	5,500	4,000	24,168	10,939
Public Housing Apartments	1,219	3,923	4,392	8,217
TOTAL	6,719	7,923	28,560	19,156

(For FY' 2002 the number of Public Housing units includes Conventional Public Housing Communities and Public Housing Assisted units at the Olympic Legacy Program site)

The need for affordable housing in the City of Atlanta is tremendous. AHA is meeting the housing needs for low-income families at an incredible pace with increase choice and quality product. However, as with many federally assisted programs and the continuous cuts in federal budgets, the need often outweighs the availability of assistance.

AHA is a HUD-designated Participating Administrative Entity under the Mark-to-Market (M2M) program. Under this program AHA restructures multi-family properties insured by FHA that have expiring Section 8 contracts. The goal of this program is to preserve the affordable housing stock in HUD's assisted housing portfolio. HUD's Office of Multi-Family Housing Assistance Restructuring administers the Mark-to-Market program.

AHA's ADA/Section 504 Management Initiative

AHA has completed an authority-wide assessment of its properties in regards to compliance with the Americans with Disabilities Act and Section 504, Georgia State Access Code. Since 1998 AHA has been implementing a transition plan to increase accessibility of its communities. This plan focuses on near-term and long-term implementation goals and targets improvements for site access, management areas and office, public spaces, and resident living spaces. Implementation for these improvements is a long-term initiative for AHA and annual improvements are integral to AHA's capital improvements plan.

AHA's Strategy for Improving the Management and Operation of Public Housing

AHA has adopted and is implementing a site-based waiting list approach to strengthen the concepts of community improvement and family self-sufficiency within each Affordable Housing Community. Applicants now have the opportunity to review the location, amenities, job opportunities, social programs, schools, and neighborhoods and select the Affordable Housing Community of their choice, instead of taking the housing unit/community offered by the Authority. This proactive step toward site-based waiting lists at all conventional affordable housing communities is the beginning of applicants' move toward family self-sufficiency and economic independence.

In addition, AHA has been designated as a participant in HUD's Moving to Work ("MTW") Demonstration Program. In HUD's Federal Fiscal Year 2003 budget, HUD has stated the Moving to Work demonstration program is intended to provide "unprecedented autonomy and flexibility to a select group of high performing public housing authorities (PHA's) in order to assess the potential impacts of Federal deregulation on resident households, housing developments and local housing programs." As a "Moving to Work" agency, AHA is proposing in its Moving to Work Agreement and Moving to Work Plan, a corporate, private sector, market-oriented model to provide excellent affordable housing in the local Atlanta community. AHA contemplates that the elements of its MTW Annual Plan will focus on: (1) customer service; (2) cost effectiveness and cost efficiency; (3) leveraging resources and public/private partnerships; (4) excellence and quality; and (5) economic independence for the families served through the programs, with a principal goal of wealth building through home ownership. AHA contemplates accomplishing the following broad based and strategies under each of these elements:

Customer Service. AHA will strengthen customer service to internal and external customers. AHA will implement strategies utilizing the best practices from the private sector that have been proven to improve customer service and satisfaction.

Cost Effectiveness and Cost Efficiency and Accountability. AHA plans to increase accountability in the provision of its services by utilizing cost effective, cost efficient strategies in the delivery of its programs and services. AHA will build on AHA's successful outsourcing of the delivery of certain services when designing these strategies. AHA will also thoroughly review its operations and strategies and eliminate costly and burdensome regulatory steps. In addition, AHA expects to implement strategies that will enable the AHA to serve a larger number of low income families than

are currently served. Moreover, AHA will develop a market based assessment system utilizing established private sector real estate benchmarks for performance.

Leveraging Resources and Public/Private Partnerships. AHA will expand opportunities and housing options through public/private partnerships. AHA expects to create and implement new models to finance and develop affordable housing with reduced dependence on Federal subsidies. Such an approach is expected to reduce AHA's overall dependence on Federal subsidies.

Excellence and Quality. AHA expects to deliver all affordable housing programs seamlessly and without the stigma customarily associated with programs that serve low-income families.

Economic Independence. AHA will focus on the economic independence of the families served through AHA programs, with a principal goal of wealth building through home ownership. AHA will use customized family focused approaches to achieving success and economic independence for families in its programs. These approaches will implement strategies designed to move families off of the federal rent subsidy within a defined period of time agreed to by that family and AHA in an individualized family plan. Moreover, AHA will examine different approaches to setting rents so that a larger number of families are served with the limited resources provided to AHA.

Housing Choice

The Housing Choice Voucher Program (HCVP) is a key component in improving access to affordability and mobility for families to a broad range of quality housing options throughout the counties of Metropolitan Atlanta. Congress created the Housing Choice Programs, as part of the Housing and Community Development Act of 1974. The Department of Housing and Urban Development in Washington, D.C. is responsible for providing program regulations and guidelines for the Housing Choice Programs and AHA is responsible for following all HUD rules and regulations for the Housing Choice Programs. Previously AHA maintained two Section 8 Tenant based Rental Assistance Programs - the Rental Certificate Program and the Housing Voucher Program. In 1998 these two programs merged into the Housing Choice Voucher Program. Today the program enables participants to receive a subsidy while leasing a broad variety of housing opportunities, including apartments, duplexes, single-family homes, townhouses and etc. from landlords in the private market. To qualify for participation in the HCVP applicants must:

- Meet the definition of "family"
- Meet HUD's income guidelines
- Furnish Social Security numbers
- Furnish evidence of citizenship/eligible immigrant status
- Pass a Criminal Background Check

There are clearly defined criteria used to assess each family's housing needs and assure the success of the program. Subsidy Standards are used to determine maximum subsidy amounts for each issued voucher based on household composition and the associated number of bedrooms required. Occupancy Standards are used to establish the number of bedrooms required by each family according to household composition and any special needs, to ensure that assisted families do not live in overcrowded housing. The Fair Market Rent (FMR) established and published by HUD is used to determine AHA's Payment Standards for rents including utilities, which currently means

Counseling, Family Self-Sufficiency (FSS), Welfare 2 Work (W2W), Mainstream, Housing Opportunities for Persons with Disabilities, and the Family Unification Program (FUP) and Homeownership. Below is a synopsis of each of these programs.

- **Mainstream Housing Opportunities for Persons with Disabilities Program (MHOPH)**
HUD to address critical housing needs of the disabled created this program. We are serving 252 families in this program and have another 1300 on the waiting list.

- **The Welfare 2 Work (W2W) Program**

This program was designed to assist families making the vast transition from welfare to work. The Welfare to Work Voucher Program provides subsidized rental assistance to allow families to maintain a stable living environment in order to pursue and maintain better opportunity employment, education and childcare and offering a mass transit system. The program currently has 450 active participants.

- **The Family Unification Program (FUP)**

This FUP provides rental assistance to families for whom the lack of adequate housing is the primary factor in the following areas:

Imminent placement of the family's child, or children, to out-of-home care and/or
Discharge of a child, or children of a family from out-of-home care is delayed.

The program currently has 400 active participants.

- **The Family Self-Sufficiency (FSS) Program**

The AHA's FSS program was created in 1996 to assist families to transition from economic dependence to economic independence with the goal of coming off all governmental assistance in five (5) years. The ultimate goal for the families is homeownership. FSS works to find resolve to barriers of education, job readiness, support services such as parent skills, childcare, transportation and etc. Addressing these barrier and intense case-management, families are achieving their goals. Case-managers provide assessments and perform Individual Training Service Plans on each FSS family. The program currently has 316 active participants.

- **Homeownership Voucher Program**

The Homeownership Voucher Program assists first-time homeowners with their monthly homeownership expenses. The home must pass the initial housing quality standards inspection conducted by the AHA and an independent home inspection before the PHA may approve the purchase by the family. All families who participate in the Homeownership Voucher program will follow a step-by-step goal plan with classroom training that will have strict time constraints with specific directives. This is necessary because families will no longer "rent space" and must learn the responsibilities of "ownership". We currently have 10 participants preparing to participate in the pilot program

Homeownership

The award winning Atlanta Center for Homeownership is a 501 c 3 non-profit affiliate of AHA. The Center was established to provide homebuyer education and pre-purchase counseling for first-time homebuyers and low-to-moderate income families including residents of AHA's affordable housing communities. The Center's mission of "*building homeowners from the 'ground up' through education and affordable housing initiatives*" speaks to the importance of laying the

proper foundation as one moves toward homeownership. The Center provides a comprehensive approach to becoming a homeowner by linking clients to the information and financial assistance and resources they may need to purchase a home. The Center is also keenly involved in housing related issues such as predatory lending, foreclosures, and a number of related issues.

Collaborating with housing resource organizations, the Center is able to stay abreast of other trends affecting the housing industry. Since its inception in 1997, the Center has been able to serve over 13,900 clients, help 757 families achieve homeownership, and has generated over \$79 million in home sales.

The following highlights some of the programs, services and partnerships the Center has underway:

Educational Programs

▪ Housing Counseling and Homebuyer Education

The Center's comprehensive homebuyer education program includes pre-purchase counseling and homebuyer education classes, loan pre-qualification, post-purchase workshops, and special HUD seminars. The Center also offers a housing counseling program that is designed to prepare individualized action plans for clients to achieve their goal of homeownership. Each session includes budgeting and money management, credit and understanding the credit report, downpayment assistance programs, closing costs, affordability analysis, qualifying for a mortgage, and affordable mortgage products. Some of the classes and counseling offered through the Center include *Homeownership 101* and *Homeownership 102*, *Bankers Night*, and the *Post-Purchase Series*.

▪ Financial Literacy

In a continuing effort to promote financial literacy, particularly to low-income families, the Center is piloting a new program called the *Family Financial Fitness Program*. The goal of this program is to promote financial literacy to 50 adults and 100 youth, targeting families of Capitol Homes, an AHA affordable housing community and patrons of the Butler Street YMCA. The strategy for the financial literacy program utilizes a three-pronged approach of 1) financial literacy education; 2) savings and investments; 3) homeownership training. This pilot project is unique in that it focuses on the entire family, involving both adults and youth. This program will also help link families to other community and supportive services to help them achieve the goal of homeownership and economic independence.

▪ Predatory Lending

The Center has worked diligently with the lending community and local Community Development Corporations (CDCs) to combat the once rapidly growing trend of predatory lending. The Center's Director, is currently one of 15 steering committee members for the "Don't Borrow Trouble" predatory lending campaign. This initiative is a two-pronged program that will combine an extensive public education campaign with comprehensive counseling services to help families avoid scams and resolve financial difficulties in an informed manner. Most recently, the Center made an addition to the Homeownership 102 class by including a component to address predatory lending practices and scams.

Affordable Housing Developers/CDCs – The Center continues to work with affordable housing developers to connect clients to housing and help layer assistance programs to make units more affordable. The Center also assists in developing down-payment marketing plans and strategies to promote affordable housing. These include:

- Progressive Redevelopment Inc.'s Lakewood Point townhouse project
- Urban Residential Development Corporation High Point Estates project
- SUMMECH's Ware Estates project

Housing Advocacy Membership Organizations/Affiliations – The Center's staff are active members/participants in many housing advocacy organizations. Some are:

- A.H.A.N.D. (Atlanta Housing Association of Neighborhood-based Developers)
- Georgia Consortium on Personal Financial Literacy
- Atlanta Housing Forum
- Fannie Mae Atlanta Partnership Advisory Board

Advisory Committee – The Center's nine-member Advisory Committee is comprised of representatives from the following areas:

- Mortgage Lending
- Real Estate Brokerage
- Real Estate Law
- Government
- Secondary Mortgage Market
- Community Development

Transformation of Affordable Housing Stock

After countless focus groups with residents and other community stakeholders, the City of Atlanta, Fulton County, the State of Georgia and HUD, AHA made the strategic decision in the winter of 1994 to cease warehousing families in communities of poverty and hopelessness and to take steps to sponsor the creation of true mixed-income communities using the flexibility afforded under a HOPE VI grant from the U.S. Department of Housing and Urban Development. As a direct result of this decision and with the financial closing of the first phase of the revitalization of the former Techwood/Clark Howell communities in March 1996 (the first in the country), Centennial Place was created. The legal and financial model was the first in the nation to provide a public housing resource inside of a market quality development. It was developed by AHA, was approved and embraced by HUD and adopted by the United States Congress as the national model for the HOPE IV program.

With this first closing, AHA's Olympic Legacy Program was born. The Olympic Legacy Program is based on a wonderfully rich consultation process with the residents of the various Olympic Legacy communities, neighborhood stakeholders, consultants, private sector development partners, Atlanta Legal Aid Society, Inc., City and County officials, State officials and HUD officials. Each community has its own personality and rich history and neighborhood issues. The consultation process with each community is an evolving process, differing in many ways depending on the personalities and needs of the community and benefiting from each prior planning process.

AHA attributes its success to the ongoing consultation with all stakeholders. AHA works closely with the City of Atlanta in the provision of housing services and in the planning of AHA revitalization activities. AHA meets regularly with the City Planning Department and other departments to coordinate and prepare revitalization plans. AHA has coordinated planning activities with the City through the City of Atlanta's Memorial Drive Corridor Study for Capitol Homes. AHA learned that there are five consistent community building principles that must be incorporated in each revitalization plan as follows:

Relocation—Families must have access to greater housing choices. Housing Choice Vouchers (formerly known as "Section 8") vouchers must be available to the families of the revitalized communities. The families must be successful with the vouchers in finding quality housing. The relocation options must be better than the public housing community the families are leaving. The Housing Choice Program must be effectively managed and must have high standards for residents and landlords.

New Community—The housing must be an asset to the neighborhood. The design must fit into the larger neighborhood. The housing must be of a higher quality, with better amenities and better design to overcome the past. The new community must provide better schools, better amenities, and tolerate no drugs or criminal activity. The new community must be managed with excellence.

Lease enforcement processes must be firm, effective, consistent and fair for families of all incomes.

Opportunities—People are people and want the best for their families. Income dictates opportunities, not values. Families want to work. Families want great opportunities to learn and grow. Parents want the best education available for their children. Everyone wants a piece of the American dream. Families want to own their own homes. The larger community wants to end the stigma of the public housing and Housing Choice Vouchers.

Choice—The families want to make their own choices about where they live and why. While provided with a right to return to the new community, everyone does not want to return to his or her old neighborhood, even if the housing is better.

Revitalization—Revitalization and community building is hard work. It is hard for families to leave their homes and neighbors. It is hard to build consensus. Trust must be earned, based on actions taken and promises kept. Rebuilding lives is the hardest work. There are no short cuts. AHA must build for future generations and make the hard decisions now.

All of these principles have been incorporated into the design of the Olympic Legacy Program and the individual Revitalization Plans for the new mixed-income communities. Most importantly, trust has been restored in the Atlanta community at large that the HUD assisted programs can work and that the larger community has a role and a stake in the success of the communities and the families.

Building on the foregoing principles, the Olympic Legacy Program is designed to reposition a large portion of AHA's housing stock by demolishing dilapidated and distressed public housing and rebuilding those communities in partnership with a private sector developer, into master-planned, mixed-use and mixed-income communities. The Olympic Legacy Program has become the national model for community revitalization utilizing a strategy that deconcentrates poverty by mixing families with a very broad range of incomes into market quality housing. In each of the Olympic Legacy Program communities, families assisted through the public housing program live next door to families who may earn as much as \$100,000 or more annually. In each of the Olympic Legacy Program communities, between 50% and 70% of the apartments are affordable to middle income and working poor families, thereby guarantying that desirable units in the City of Atlanta

will be available to low income families long term. When completed, the Olympic Legacy Program will demolish over 5,000 dilapidated and distressed public housing units and create approximately 6,900 new units of housing, to include approximately 2,500 public housing assisted units, 1,450 affordable units, 2,350 market rate units, and 650 for-sale homes. To date, the Olympic Legacy Program has closed on 3,310 new, market quality multi-family apartments, to include 1,368 public housing assisted units, 723 affordable units and 1219 market rate units, all of which are indistinguishable in terms of location, quality and amenities. Another 1,132 public housing units, 729 affordable units and 1,164 market rate units are in various stages of planning and predevelopment. As an integral part of the Olympic Legacy Program, providing choice and opportunity for families to live anywhere in the metropolitan area. AHA's Housing Choice Voucher Program has grown to such an extent that AHA is now serving more families than ever before.

As part of the 18 financial closings, to date in its mixed-income communities, AHA has achieved leverage of the public housing development funds of at least 1:3 public to private funds. The quality of the housing is outstanding and market competitive and the benefits to the families are immeasurable. This model provides a long-term affordable housing resource in a healthy, vibrant and sustainable community. Also, in each case, the supportive services (focused on job training, education and recreational programs for youth) and amenities are superior to the services in the predecessor communities.

The new mixed-income, mixed-financed communities have been very successful to date, providing public housing resources in ways that do not stigmatize participants. Market demand has been exceptionally strong across all income levels reflecting a well managed, quality product in strong and attractive neighborhoods. Additionally, the revitalization efforts have dramatically reduced crime rates in these communities. The Olympic Legacy Program communities include Centennial Place (formerly Techwood/Clark Howell Homes), The Villages of East Lake (formerly East Lake Meadows), Magnolia Park (formerly John Eagan Homes), The Villages at Castleberry Hill (formerly John Hope Homes), West Highlands (formerly Perry Homes), The Villages at Carver (formerly Carver Homes), Ashley Courts at Cascade (formerly Kimberly Courts), Ashley Courts at West End and Harris Homes. Capitol Homes, Grady Homes, University Homes and McDaniel-Glen have been included into this revitalization program and are in planning stages.

(Please see Proposed Total Units for Olympic Legacy Program on next page)

Proposed Total Units For Olympic Legacy Program									
Community	Former Name of Community	Rental Units			Homeownership Units			Total Number of Units for Revitalization	
		Public Housing Replacement Units	Tax Credit Units	Market Rate Units	Affordable Units	Market Units	Total Homeownership Units		
Centennial Place	Techwood/Clark Howell	301	126	414	841	0	0	841	
Summerdale Commons	Off-site for Techwood/Clark Howell								
Ashley Courts at Cascade	Kinletty Courts; off-site for Techwood/Clark Howell	74	120	50	244	0	0	244	
Ashley Terrace at West End	Off-site for Techwood/Clark Howell	129	154	101	384	0	0	384	
The Villages of East Lake	East Lake Meadows	34	34	44	112	0	0	112	
Columbia Village	Off-site for East Lake Meadows	271	0	271	542	0	0	542	
Columbia Commons	Off-site for East Lake Meadows	30	70	0	100	0	0	100	
The Villages of Castleberry Hill	John Hope	48	33	77	158	0	0	158	
Magnolia Park	John Egan	180	90	180	450	0	0	450	
Villages at Carver	Carver Homes	160	80	160	400	0	0	400	
Columbia High Point	Off-site for Carver	359	137	222	718	32	220	970	
West Highlands	Perry Homes	30*	64	0	64	0	0	64	
Harris Homes	Harris Homes	228	156*	316	544	40	210	794	
Capitol Homes	Capitol Homes	299	104	156	559	20	40	619	
Grady Homes		357	284	392	1,033	40	50	1,123	
McDaniel-Glenn		tbd	tbd	tbd	tbd	tbd	tbd	tbd	
University Homes		tbd	tbd	tbd	tbd	tbd	tbd	tbd	
TOTAL UNITS UNDER OLP PROGRAM*		2,470	1,296	2,383	6,149	132	520	6,801	

* Includes project-based 5-8 units

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Benefits of the Olympic Legacy Program

1. Low-income families who need and are eligible for public housing assistance are able to live in excellent market rate housing with wonderful quality of life amenities in an economically diverse and integrated community. The public housing assisted families continue to pay 30% of their adjusted income for their contribution to rent.
2. The public housing assisted apartments remain affordable for 55 years, so long as there is a subsidy provided by the housing authority to cover the operating costs of the apartments.
3. The low-income housing tax credit financed apartments remain affordable for a period of 15 to 30 years as part of the community.
4. Fifty to sixty percent of the apartments in each new community are returned to the real property tax rolls upon revitalization. If there is a housing enterprise zone designation, the return to the tax rolls is phased in after year five of the designation.
5. The market rate apartments (typically 40% of the apartments in a community) have attracted market rate families from outside of the perimeter, reversing the trend of families leaving the City of Atlanta.
6. This program allows new development and growth while protecting and improving the affordable housing resource for low-income families.
7. This model has encouraged other investment and development in the revitalized neighborhoods, many of which had suffered from disinvestment for many years. Additional fees and taxes are generated to the City of Atlanta. Property values in the immediate and surrounding neighborhoods have increased significantly.
8. Violent and drug-related crime has dropped by at least 90% to 95% in revitalized communities.
9. By working in partnership with the Atlanta Public School System, the neighborhood schools, especially the elementary schools, have undergone substantial improvement.
10. The City of Atlanta's investment in the revitalization of the OLP communities of approximately \$70 million will leverage into over \$1.5 billion of new investment in the City of Atlanta.
11. Successful revitalization requires collaboration. Great partnerships are created and ultimately the revitalization is sustained.
12. The investment in the future of the children, families, elderly and disabled is immeasurable.

Funding Needs

The communities selected for transformation under the OLP region more than reconstruction of an aging and dilapidated public housing complex. To achieve a successful and sustainable revitalization, The neighborhoods surrounding these public housing communities must be revitalized as well. To that end, AHA seeks funding from many sources including HOPE VI (HUD) community Develop Block Grant (DBG), low income housing tax credit equity, tax-exempt bond financing, private debt, funds from foundations and other non-profits.

As part of the public leverage, The City of Atlanta has been and will continue to be an integral partner in the reinvestment in its neighborhoods, providing vital dollars to improve and replace the existing infrastructure. The City of Atlanta's investment in the revitalization of the OLP communities of approximately \$70 million will leverage into over \$1.5 billion of new investment in the City of Atlanta.

HOPE VI funding is the "pioneer" funding that attracts the other public / private capitol investment. However, it is the HOPE VI funds that provide the public housing resources inside of a market quality development. To date, AHA has received the following funding to transform public housing communities into vibrant master planned, mixed-use, mixed-income communities under the HOPE VI program.

HOPE VI and Other Public Housing Funding For Public Housing Units Chart					
New Mixed Income Community	Former Public Housing Community	HOPE VI (Revitalization and Demolition)	Other Public Housing Funds	Replacement Housing Funds	Funding Amount
Centennial Place	Techwood Homes	\$42,000,000			\$42,000,000
Centennial Place	Clark Howell			\$19,000,000	\$19,000,000
Perry Homes*	Perry Homes	\$25,135,500	\$6,918,757	\$5,969,456	\$38,023,713
Villages at Carver	Carver Homes	\$44,389,920			\$44,389,920
Harris Homes*	Harris Homes	\$39,254,450			\$39,254,450
Capitol Homes*	Capitol Homes	\$35,000,000			\$35,000,000
TOTAL		\$185,779,870	\$6,918,757	\$24,969,456	\$217,668,083
*New Community to be renamed					

The approximately \$218 million in funds received from the HOPE VI and other public housing development-related programs has encouraged significant leveraging of these limited resources. An example of the leveraging for Centennial Place (formerly known as Techwood / Clark Howell) follows. This leveraging not only allows for the replacement of severely distressed public housing units, but also allows AHA to focus on the scarce capital dollars (Comprehensive Grant Program) provided by HUD funds on much needed renovations and repairs to other public housing communities.

HOPE VI Leveraging for Centennial Place	
Source	Amount
HOPE VI Grant for housing and services	\$42,000,000
Private debt/equity for housing	\$40,000,000
Private investment for hotel	\$20,000,000
Private investment for retail center	\$10,000,000
Atlanta Public Schools: New Centennial Elementary	\$11,000,000
New YMCA family center	\$6,000,000
City of Atlanta contributions for public improvements	\$10,700,000
City of Atlanta Police mini-precinct	\$750,000
TOTAL	\$140,450,000

Neighborhood Revitalization Program

The Olympic Legacy Program is designed to revitalize neighborhoods and stimulate reinvestment into the community. The Olympic Legacy Program has currently repositioned seven of AHA's most distressed public housing communities into viable mixed income communities with a full array of amenities and services.

AHA has received HOPE VI revitalization and demolition funds for Harris Homes and West Highlands (formerly Perry Homes) and HOPE VI revitalization funds for Capitol Homes. Redevelopment activities in both these communities are currently underway. In 2002, AHA will seek HOPE VI funds to revitalize Grady Homes. McDaniel-Glenn and University Homes are currently in the planning stages.

Centennial Place (formerly Techwood/Clark Howell Homes):

The first mixed-use and mixed-income community in the country to include multi-family apartments homes reserved for public housing eligible families.

- 1,081 original public housing units will be replaced with a minimum of 841 mixed-use, mixed-income, multi-family apartments and for-sale homes on site.
- \$42 million HOPE VI grant leveraged into \$165 million of public and private investment, including new public elementary school, a new YMCA, a community center, a branch bank, a hotel and other retail.
- Using HOPE VI funds, AHA developed and implemented the nationally acclaimed Work Force Enterprise Program designed to prepare public housing families for work, in some cases for the first time, and for fuller employment and careers. Over 154 private and public employers participate in the program.
- Centennial Place has received the John Gunther Blue Ribbon Award for Best Practices from HUD.

The Villages of East Lake (formerly East Lake Meadows)

- 650 original public housing units replaced with 542 master planned, mixed-use, mixed-income, multi-family apartments.
- \$33 million public housing development funds leveraged into \$80 million of public and private investment including a new 18-hole public golf course and junior golf academy, a new charter elementary school, a new YMCA and day care center.

The Village at Castleberry Hill (formerly John Hope Homes)

- 581 original public housing units replaced with 450 master planned, mixed-use, mixed-income, multi-family apartments.
- \$12.6 million public housing development funds leveraged into \$35.5 million of public and private investment. Neighborhood redevelopment initiative for surrounding neighborhood will further public/private investment.
- Located in the Empowerment Zone.

Magnolia Park (formerly John Eagan Homes)

- 548 original public housing units replaced with, 400 master planned, mixed-use, mixed-income, multi-family apartments.
- \$10.4 million of public housing development funds leveraged into \$30 million of public and private investment.
- Located in the Empowerment Zone.

The Villages at Carver (formerly Carver Homes)

- 990 original public housing units will be replaced with 718 master planned, mixed-use, mixed-income, multi-family apartment homes, including 252 for-sale homes of which 32 will be affordable to families who graduated from the Public Housing and/or Housing Choice Voucher Programs.
- AHA was awarded \$44.4 million in HOPE VI demolition and revitalization funds for this revitalization, which is expected to generate redevelopment of the entire Pryor Road Corridor.
- The vision for the new Villages at Carver is a community where services and recreational amenities are available to families of all income. The new recreational focus includes; a new YMCA, linear green space and baseball program for youth.
- Located in the Empowerment Zone.

West Highlands (formerly Perry Homes)

- AHA was awarded \$20 million in HOPE VI revitalization funds to with an additional \$17 million from other public housing funds. AHA received an additional \$5.1 million in HOPE VI demolition funds in support of demolition activities.
- The vision for West Highlands (formerly Perry Homes) is that of a vibrant, upscale, master planned, mixed-use, mixed-income community where people of all economic strata, races and cultures will live, learn, work, play and raise their families.
- 1,072 original public housing units will be replaced with 700 master planned, mixed-use, mixed-income, multi-family apartments of which approximately 55% are affordable to families at 30% of median income, either through a public housing subsidy or project-based Housing Choice resource.
- 250 single family for-sale homes (on-site), of which 40 will be affordable for purchase by families who have graduated from the Public Housing and/or Housing Choice Voucher Programs.
- The development of a public 18-hole PGA caliber championship golf course, designed by Jack Nicklaus.
- The development of a 30-acre linear park system with green space available to surrounding neighborhoods.
- Creation of a towncenter with retail and office space.
- West Highlands will be the focus of a proposed tax allocation district to maximize investment leverage in N.W. Atlanta.

Harris Homes

- 510 original public housing units to be replaced with 559 master planned, mixed-income, mixed-use, multi-family apartments of which 70 percent are affordable. The revitalization includes an additional 60 homes for sale, of which 20 will be affordable to families who graduated from the Public Housing and/or Housing Choice Voucher Programs.
- Collaboration with Spelman College, Morehouse College, and Morehouse School of Medicine has been formed to provide housing, support services, medical services, and homeownership with a vision of creating a "college town" where people of all economic strata, races and cultures will live, learn, work, play and raise their families.
- AHA has received a \$35 million in HOPE VI revitalization funds and \$4.2 million in HOPE VI demolition funds.

Capitol Homes

- AHA was awarded \$35 million in HOPE VI revitalization funds in 2001 to create a new in-town community reflecting the image of "Georgetown of the South", promoting walkability and housing over retail in a live-work-play neighborhood, adjacent to downtown and the State Capitol.
- 694 original public housing units to be replaced by 873 mixed-use, mixed-income, multi-family apartments on site, 160 multi-family apartments off-site, and 90 for-sale homes in surrounding neighborhoods.
- Revitalization is coordinated with the City of Atlanta's Memorial Drive Corridor Study and Atlanta Regional Commission City Center Livable Centers Initiation.

- Located in the Empowerment Zone.

Grady Homes

- Currently seeking funding to transform 495 units of distressed public housing into a master planned, mixed-use, mixed-income community.
- Revitalization is coordinated with the City Center Livable Centers Initiative partnership (Georgia State University, Central Atlanta Progress, Historic District Development Corporation and AHA), designed to provide linkages with Georgia State, the surrounding neighborhoods and major transportation centers.
- Revitalization is coordinated with the Atlanta Regional Commissioner's City Center Livable Centers Initiative.
- Located in the Empowerment Zone.

McDaniel-Glenn

- Currently in planning stages.
- Located in the Empowerment Zone.

University Homes

- Currently in planning stages.
- Located in the Empowerment Zone.

AHA Conventional High-Rise Affordable Housing Communities Chart

High-Rise Community	Address	Apts.	Built	Modem	0BR	1BR	2BR	3BR	4BR	5BR
Antoine Graves	126 Hilliard Street, SE	210	11/2/65		52	154	0	0	0	0
John O. Chiles	435 Ashby Street, SW, Atlanta, GA 30310	250	10/15/65		46	200	1	1	0	0
Palmer House	430 Techwood Drive, NW, Atlanta, GA	250	06/03/66		49	198	0	0	0	0
M. L. King High-rise	525 Whitehall Terrace, SW, Atlanta, GA	154	11/15/68	11/01/93	20	132	0	0	0	0
Cosby Spear	355 North Avenue	282	11/15/72		162	113	2	0	0	0
Georgia Avenue	174 Georgia Avenue, SE, Atlanta, GA 30312	81	09/15/78		0	78	1	0	0	0
Graves Annex	110 Hilliard Street, SE	100	12/20/73		60	40	0	0	0	0
Roosevelt House	582 Techwood Drive, NW, Atlanta, GA	257	04/26/73		186	65	0	0	0	0
East Lake High-rise	380 East Lake Blvd., SE	150	09/17/71		84	58	0	0	0	0
Juniper & Tenth	150 Tenth Street, NE, Atlanta, GA 30308	150	07/10/74		85	60	1	0	0	0
Peachtree High-rise	2240 Peachtree Road, NW, Atlanta, GA	197	02/02/76		0	195	1	0	0	0
Cheshire Bridge	2170 Cheshire Bridge Road, NW, Atlanta, GA	162	06/07/76		0	161	1	0	0	0
Piedmont Road	3601 Piedmont Road, NE, Atlanta, GA	209	01/12/77		0	207	1	0	0	0
Marian Road	760 Sydney Marcus, NE, Atlanta, GA	240	05/30/80		0	236	1	0	0	0
Hightower Manor	2610 MLK, Jr. Drive, SW, Atlanta, GA	130	07/29/82		0	128	1	0	0	0
Barge Road	2440 Barge Road, SW, Atlanta, GA 30331	130	10/16/81	12/05/95	0	128	1	0	0	0
Marietta Road	2295 Marietta Road, NW, Atlanta, GA		01/26/82		0	125	1	0	0	0
Sub Total:					744	2278	12	1	0	0

AHA Conventional Low-Rise/Family Affordable Housing Communities Chart

LOW-RISE /FAMILY COMMUNITIES										
Community Name	Address	Apts	Built	Modem	0BR	1BR	2BR	3BR	4BR	5BR
John Hope Homes	668 Fair Street, SE, Atlanta, GA 30314	6	09/16/40	03/01/92	0	3	2	0	0	0
Grady Homes	100 Bell Street, SE, Atlanta, GA 30312	495	08/06/42	11/01/90	13	139	240	80	14	0
University Homes	668 Fair Street, SW, Atlanta, GA 30314	500	04/17/37	10/01/91	24	89	293	73	6	0
Bowen Homes	2804 Yates Drive, NW, Atlanta, GA 30318	650	03/10/64		0	110	230	196	68	25
McDaniel-Glenn	525 Whitehall Terrace, SW, Atlanta, GA	434	01/81	11/05/95	1	169	59	179	5	5
Thomasville Heights	1038 Henry Thomas Drive	350	06/25/70		14	24	116	76	75	28
Hollywood Court	2515 Hollywood Court	202	09/12/69	11/05/95	0	16	85	83	10	0
Gilbert Gardens	3600 Gilbert Road, SE, Atlanta, GA 30354	220	03/10/70	11/05/95	0	28	82	74	18	5
Englewood Manor	1271 Gault Street, SE, Atlanta, GA 30315	324	08/16/71		0	35	121	141	27	0
U-Rescue Villa	355 North Avenue, NE	70	11/15/72		0	0	10	28	22	8
Bankhead Court	3400 Maynard Drive, SW, Atlanta, GA 30331	392	01/20/70		0	40	42	137	109	44
Leila Valley	2372 Leila Lane, SE, Atlanta, GA 30315	143	09/03/70		0	21	36	31	17	4
Jonesboro South	2372 Jonesboro Road, SE, Atlanta, GA 30315	160	12/22/70		0	21	19	47	45	10
Jonesboro North	2471 Jonesboro Road, SE, Atlanta, GA 30315	100	02/28/72		0	0	16	42	28	4
Herndon Homes	511 John Street, NW, Atlanta, GA 30318	496	10/11/41	05/01/91	0	64	172	39	3	0
Westminster	1422 Piedmont Avenue	32	07/16/75	08/13/97	0	2	29	0	0	0
Martin Street Plaza	174 Georgia Avenue, SE	60	05/24/79	12/95/97	0	0	10	20	29	0
Sub Total:					52	761	1562	1246	476	133
Overall AHA Public Housing Community Totals					796	3039	1574	1247	476	133

Coordination of Community and Supportive Services (CSS) for AHA Residents

AHA's overall mission of providing Community and Supportive Services (CSS) to its residents is *"to develop community resources that mainstream public housing residents and advances them toward economic self-sufficiency and a better quality of life."* AHA is shifting away from the traditional methods of providing Community and Supportive Services in an isolated on-site program approach which segregates and further stigmatizes public housing residents. Rather, AHA is moving in the direction of both enriching neighborhoods surrounding its communities with community and supportive service resources that mainstream public housing residents and meet the needs of residents across a broad spectrum of income ranges.

AHA has and will continue to establish and strengthen strategic partnerships with businesses, educational institutions, nonprofit service providers, health care organizations, federal agencies, local government agencies, faith-based organizations, and through its procured outside contractor, private development teams and management agents. These partnerships are essential to accomplish physical revitalization of Atlanta's distressed public housing communities. These partnerships will also provide specialized on-site and off-site services that support, enhance and ensure that residents residing in AHA communities are contributing members of the broader neighborhood.

In addition, AHA works closely with the City of Atlanta in the provision of housing services and in the planning of AHA's redevelopment activities. AHA meets regularly with the City Planning Department and other departments to coordinate and prepare redevelopment plans. Currently, AHA is involved in a major planning process with the City in the Northwest Plan (West Highlands) and the Pryor Road Corridor (The Villages at Carver).

Provision of Resident Programs and Services

- **Integrated Computer Learning Activities Supporting Students (In. C.L.A.S.S.)**

Provides an Integrated Computer Learning Activities Program for public housing youth participating in the Boys & Girls Clubs of Metropolitan Atlanta. In CLASS centers will be developed in each of the following four (4) sites: Northwest, Harland, Warren and Whitehead Boys & Girls Clubs. The In CLASS program will offer individual and small group activities in the following areas: Basic Education Skills, Communication Skills, Everyday Living Skills, and Education Support Services. These services will expose participants to various educational and vocational subjects through computer-based instruction. The three (3) main components of the program consist of a Computer Learning Center, an Integrated Learning Computer Camp, and Educational and Cultural Awareness Field Trips. This program is implemented in partnership with the Boys and Girls Clubs of Metropolitan Atlanta, Inc.

- **National Youth Sports Program (NYSP)**

This sports program is an initiative of the National Collegiate Athletic Association. It is an intensive five-week program that combines academic, personal development and athletic activities on the Morehouse college campus. Special emphasis is given to courses that focus on math and science, alcohol and substance abuse prevention, nutrition, personal health, and career opportunities, along with games and exercises. This program is implemented in partnership with Morehouse College Department of Health and Physical Education.

- **Positive Opportunities Serving Seniors Everywhere (POSSE)**

Enhances the quality of life for senior citizens living in Centennial Place, Palmer House and Roosevelt House through education and community involvement. The POSSE members are senior residents 55 years and older.

- **Project Excellence**

Offers drug prevention workshops, Boy & Girl Scouts, and health awareness. These activities will offer a comprehensive approach to assist youth with day-to-day decision making, self-confidence, resistance to drug use and drug-related activities. This program is implemented in partnership with Emory University.

- **Public Housing Advocacy for Disability and Diversity (PHADD)**

The purpose and mission is to create positive change and equal access to the entire community and all of its activities, especially in the areas of disability and diversity. Everyone on this team is either disabled or the parent of a disabled child. There are three committees (The Family Committee, The Senior Committee, and The Adult Disabled Committee), a Computer Program, Transportation Program and training opportunities through the Disability and Diversity Education and Advocacy component.

- **Resident Association Training and Technical Assistance**

Resident Organizations, including Resident Association, Resident Councils, and Resident Management Corporations, are established to help improve the quality of life and resident satisfaction and participation in self-help initiatives to enable residents to create a positive living environment for families living in public housing. AHA is very supportive of these established resident organizations in its communities and provides monitoring, training, and technical assistance support through workshops and training sessions that assist these organizations to effectively manage the day-to-day operations of their duly elected groups. Staffing assistance given for training and technical assistance to Resident Associations on the utilization of the Tenant Opportunities Program (TOP) grants, the process and coordination of elections of Resident Association officers, and conflict management and resolution.

- **Senior/Disability Services Program**

The program targets the critically ill and frail elderly and disabled for the primary purposes of providing support services directed to the prevention of unnecessary institutionalization, referring residents to permanent affordable housing options, including Assisted Living Centers, and coordinating emergency short-term assistance to residents for health care services.

- **Services for Seniors**

Comprehensive service strategy and program that responds to the priority needs and interests of AHA senior residents. The program focuses on coordinating the participation of seniors into existing community programs and activities. Appropriate monthly activities will be provided which serve the needs and interests of senior residents. This program is implemented in partnership with Quality Living Services.

- **Work Force Enterprise Program**

Equips resident participants with the skills necessary to confidently manage the transition from being unemployed to re-entering the workforce and deal with the new resources and responsibilities associated with their lifestyle changes. Provides outreach, needs assessments, and referral services to affected residents of Techwood/Clark Howell Homes and other AHA public housing communities. Assists residents with essential supportive services such as child care, transportation, motivational training, counseling, case management, remediation, rehabilitation, life skills, and job training. This program is implemented in partnership with the YMCA of Metropolitan Atlanta.

- **Year-Round Youth Programs**

This program offers after school and summer activities. After school programs track school attendance, grade promotion, behavior performance and parent involvement. This program provides an assortment of educational/tutorial and recreational activities during the after school hours. Summer programs offer camping, recreational events, literacy development, and promote physical fitness. The Year-Round Youth Programs offer a comprehensive approach to assist youth with day-to-day decision making, self-confidence, resistance to drug use and drug related activities without prolonged interruption of service between the school year and the summer. This program is implemented in partnership with Boys and Girls Clubs of Metropolitan Atlanta.

- **Worker Education Apprenticeship and Training Program (WEATP)**

This program is a comprehensive pre-apprenticeship training program that will provide participant training stipends, basic skills training, pre-apprenticeship training, supportive services, on-the-job training/community service, and apprenticeship training/employment. The training will be specific to the construction and/or the environmental remediation industry. This program is implemented in partnership with Clark Atlanta University.

Upgrading of schools and other services

AHA believes that communities cannot be successful without a new educational approach. To this end, AHA focused on improving the schools in the revitalized communities. The Centennial Place revitalization included the construction of a "state of the art" elementary school, Centennial Place Elementary School (formerly Fowler Elementary School). This school is a magnet school for both the immediate neighborhood and the larger community. Drew Elementary School, a new charter school located at The Villages of East Lake was included in the master planning of this new community. Cook Elementary School, serving Capitol Homes residents, will be reconstituted into a technology theme school. AHA has also cooperated with the Atlanta Police Department and the Atlanta Fire Department to identify appropriate sites in revitalized communities.

Atlanta Housing Authority works jointly with the City of Atlanta's Weed & Seed initiative to reduce crime in distressed communities by participating in the development of broad economic and social opportunities in corporation with Federal, State, and local agencies as well as with private organizations and community groups.

Safety and Security

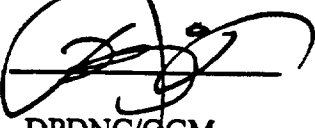
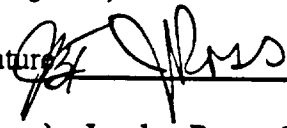
AHA believes that reductions in crime, drug activity, and violence in AHA's public housing can only be achieved through the concentrated and cooperative efforts of AHA Department of Protective Services, law enforcement agencies, contract security, residents, and the wider community working together in partnership with AHA residents and local governing bodies. AHA has developed and delivers a comprehensive approach to security that includes vigilance at many levels. The approach consists of the following:

- **Increase participation of residents in proactive programs designed to reduce and prevent crimes and other hazards.**
- **Improve the relationship, collaboration and cooperation between managers, residents, and the security/police officers who patrol and work in the neighborhoods.**
- **Increase the number of criminal and civil actions that are successfully resolved by arrest as result of the cooperative efforts of residents, property management, police and security officers, and the attorneys representing AHA.**
- **Deliver the types of safety, physical security, crime prevention and other security programs that are supported by AHA residents and local law enforcement officers at each of the communities owned by AHA.**
- **Increase security awareness through electronic surveillance of all sites where security cameras have been installed, and providing necessary training to management and on-site security on the proper operation of security systems.**
- **Increase Crime Prevention seminars and events targeting children and young adults, including such programs and events as National Night Out, Annual National Youth Crime Prevention Seminar, Georgia Crime Prevention Association Annual Conference, Junior Deputies, Explorers, etc.**
- **Applicant screening that includes background checks for criminal, alcohol abuse, and drug related screening.**
- **Annual re-certification screening of existing residents that seek to renew their lease for continued public housing and Housing Choice programs.**
- **Adherence to the President's "One Strike and You're Out Policy" that seeks immediate action to curb crime, drugs, violence, and nuisance related alcohol abuse in assisted housing.**

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TRANSMITTAL FORM FOR LEGISLATION

To Mayor's Office: Greg Pridgeon, Mayor's Office
(for review & distribution to Executive Management)

Commissioner Signature  Director Signature 

From: Originating Dept. DPDNC/GGM Contact (name) Jocelyn Ross x6113

Committee of Purview CD/HR Committee Deadline July 19, 2002

Committee Meeting Date July 30, 2002 City Council Meeting Date Aug. 19, 2002

CAPTION: RESOLUTION AUTHORIZING THE MAYOR TO SUBMIT TO THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AN AMENDMENT TO THE 2000-2004 CONSOLIDATED PLAN FOR THE ATLANTA HOUSING AUTHORITY FOR THE PURPOSE OF UPDATING INFORMATION AND ADDING CAPITOL HOMES, GRADY HOMES, MCDANIEL-GLENN AND UNIVERSITY HOMES AS POTENTIAL HOPE VI PROJECTS FOR DEMOLITION AND REPLACEMENT WITH MIXED INCOME COMMUNITIES; AND FOR OTHER PURPOSES

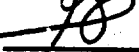
BACKGROUND/PURPOSE/DISCUSSION: Legislation amending the 2000-2004 Consolidated Plan by updating information and adding Capitol Homes, Grady Homes, McDaniel Glenn, and University Homes as potential Hope IV projects for demolition and replacement with mixed income communities.

FINANCIAL IMPACT (if any): None

OTHER DEPARTMENT(S) IMPACTED: N/A

Coordinated Review With: N/A

Mayor's Staff Only

Received by Mayor's Office 7/16/02 (date) Reviewed:  (initials) (date)

Submitted to Council: _____

Action by Committee ☐ Approved ☐ Adversed ☐ Held ☐ Amended
 ☐ Substitute ☐ Referred ☐ Other